

# *Breaking Through:*

*Successful Strategies  
for  
Alternative Work*

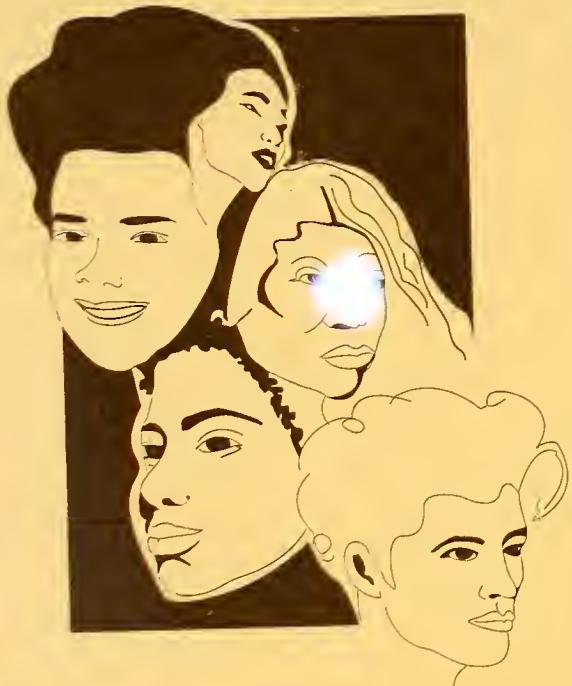
*City and County of San Francisco*

*Commission on the Status of Women*

## Introduction

**T**he San Francisco Commission on the Status of Women is a City and County agency whose purpose is to ensure women equal, economic, social, political and educational opportunities, and access to public agencies.

It is the policy of the City and County of San Francisco that the Mayor, the Chief Administrative Officer and all City and County commissions, boards, and department heads shall consult with the Commission on matters relating to women.



The San Francisco Commission on the Status of Women (COSW) gratefully acknowledges the assistance of the members of the Commission's Women in the Workplace Committee who are responsible for the production of this pamphlet. Special thanks goes to Kathleen O. Beitiks (COSW volunteer), Elizabeth Carden and Leatrice Miyashiro for their artwork, Susan Hockey (Civil Service volunteer), Judith Klain (COSW), Claudia Miller (COSW volunteer), Del Price (Housing Commission), Carmen Rosales (Housing Authority), Victoria Vargas (Housing Authority), and Dorothy Yee (Civil Service EEO).

**M**ost city employees are unaware that tucked away in the nooks and crannies of San Francisco's City Hall are a multitude of successful programs which provide city employees employment and training opportunities. **The San Francisco Commission on the Status of Women** is pleased to present this pamphlet which describes many of these creative and alternative programs. All of the programs have already been successfully implemented in various City departments.

This pamphlet is another in a series of steps taken by the Commission on the Status of Women to broaden the access to information. The Commission on the Status of Women hopes that managers and employees alike, will utilize these resourceful programs to enhance work skills, and to provide greater job opportunities to women in Civil Service.

**Commission on the Status of Women  
City and County of San Francisco  
(415) 252-2570**

## City and County Programs

### Alternative Work Schedules

**T**he traditional 9-5 workday is no longer the norm in this country. Many companies have discovered that alternative work schedules result in more productive, contented employees. Many city departments offer alternative work schedules such as job sharing, flexible time, compressed work week, working at home and part-time jobs. For details of these programs, employees should contact their appointing officer.

### Management Development Training

**C**ity employees have the opportunity to participate in a variety of training programs. These programs are designed to foster career development and communication skills for supervisors, managers and employees. Current programs include: "Supervisor as Coach," "Managing Problem Performance," and "Voices and Choices," (providing assertiveness training, conflict resolution and career planning skills). Contact the Civil Service Commission Management Development Unit for more details.

### Tuition Reimbursement

**I**n an effort to encourage City employees to develop their job skills and abilities, or to prepare for advancement, the City offers a tuition reimbursement program. Up to \$500 per year is available to full-time permanent employees to attend college accredited courses. Applications should be made directly through individual departments.

## Women In Non-Traditional Jobs

### Apprenticeship Programs

**A**pprenticeship programs provide the ideal entry for women into non-traditional jobs. Currently three apprenticeship programs are available with the city: stationary engineer, engineer-sewage plant and utility plumber. Apprentices work full-time while they receive on-the-job training. The Civil Service Commission issues examination announcements when openings occur for stationary engineer apprenticeships. Information regarding plumber apprenticeships can be obtained from the plumbers union. Engineer sewage plant apprenticeships are handled by the Department of Power and Water.

### Women's Employment Program

**T**he goal of the Women's Employment Program of the Civil Service Commission EEO Unit is to increase the presence of women in non-traditional jobs, primarily blue collar jobs, apprenticeships, and protective service workers, such as police officers and fire fighters.

The Women's Employment Program produces a quarterly newsletter, assists women and their supervisors in resolving workplace problems and monitors hiring practices for selected classes. Three training videos focus on women in non-traditional jobs. For more information, contact the Civil Service Commission's Equal Employment Opportunity Unit at 554-4744.

## Police, Fire, Sheriff

**A**lthough not formally an on-going program, special recruitment and training activities are conducted to target women for police officer, firefighter and deputy sheriff positions.

Requirements for these positions make them excellent entry-level or career change opportunities for women. Watch for Civil Service announcements or contact Police, Fire and Sheriff recruitment units for additional information.

## Preventing Workplace Discrimination

**T**he Commission of the Status of Women has designed a program to prevent discrimination, eliminate barriers to advancement, and improve retention of women working for the City. The program helps city departments identify problems and barriers facing women and provides technical support to departments on how to implement solutions. The program has been piloted in the Department of Public Works (DPW). Additional information is available through the Commission on the Status of Women.

## Flexible Staffing of Positions

**F**lexible staffing is the process by which an employee is hired at an entry level classification and promoted to the next higher class once certain conditions are met. Benefits include helping to recruit and retain employees, increase promotional opportunities, compensate for work performed at a higher level and expedites advancement beyond the journey level. Flexible staffing has been used for classes such as 1240/42 Assistant/Personnel Analyst; 1870/72 Trainee/Programmer Analyst; 5202/04 Junior/Assistant Civil Engineer; 5234/36 Junior/Assistant Electrical Engineer; 5250/52 Junior/Assistant Mechanical Engineer; and 5260/61 Architectural Assistant I/II.

## Project Management

**D**epartments such as Public Works, Public Utilities Commission, Port and the Airport utilize a series of Project Manager classes to manage, plan, schedule, organize and direct all activities related to a wide variety of complex construction projects. Current employees in applicable architect and engineering classes may be eligible to participate in departmental training programs to develop the skills necessary to assume project manager assignments.

## Summer Intern Program

**C**ollege students who have completed at least one year in an accredited Engineering or related program may apply for a salaried summer internship. Students are assigned to engineering, construction, architectural or other projects. Interns work under the guidance and supervision of professional staff and may be eligible to return in subsequent summers as opportunities exist. Participating agencies include the Airport, Department of Parking and Traffic, Department of Public Works and the Public Utilities Commission. Contact these departments directly in January or February if you are interested.

## Twenty/Twenty Program

**T**he Twenty/Twenty (20/20) Program is designed to provide upward mobility opportunities to participating department employees. Through this program, an employee receives full-time pay while being assigned to 20 hours per week of education release time to pursue an approved program of study. The program was created to promote recruitment and retention with a focus on workforce diversification of minorities and under-represented groups. Participating agencies include San Francisco General Hospital and Laguna Honda.

